Sailor Job Characteristics and Job Satisfaction in the U.S. Navy

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Sources of Data

★ **2000 Navy-wide Personnel Survey**
- **Timeframe:** October 2000 to January 2001
- **Purpose:** Omnibus survey focusing on issues impacting Sailor work life and career development.

 Argus: Career Milestone Decision Survey
- **Timeframe:** Continuous since November 2000
- **Purpose:** Survey focusing on assessing the impact of a broad array of issues on the career intentions and career behaviors of Sailors.

 1999 Navy Equal Opportunity & Sexual Harassment Survey
- **Timeframe:** December 1999 to April 2000
- **Purpose:** Survey focus is on assessing equal opportunity, organizational climate and the current rates of sexual harassment in the Navy.

 1999 Department of Defense Survey of Active Duty Personnel
- **Timeframe:** August 1999 to January 2000
- **Purpose:** Omnibus survey focusing on issues impacting service member work life and Quality of Life.
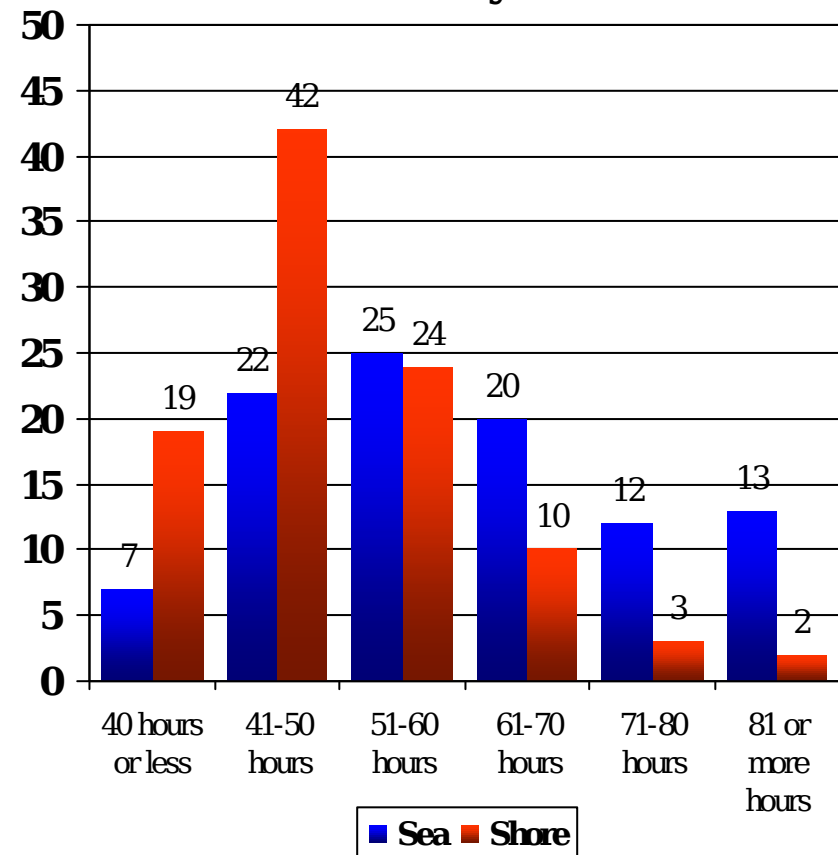
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Hours Sailors Worked in a Typical Week

Hours Worked on Average In The Past Year

1999 ADS	2000 NPS		
40 hours or less	14%	7%	12%
41-50 hours	31%	29%	33%
51-60 hours	23%	33%	26%
61-70 hours	18%	15%	15%
71-80 hours	7%	8%	7%
81 or more hours	9%	5%	7%

Hours Worked in a Typical Week by Billet

Billet	Sea	Shore
40 hours or less	7	19
41-50 hours	22	42
51-60 hours	25	24
61-70 hours	20	10
71-80 hours	12	3
81 or more hours	13	2

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Reasons Why Sailors Worked More Than Usual

ADS	2000 NPS		1999
	Enlisted	Officer	All
High workload	41%	55%	37%
Mission critical requirements	41%	47%	37%
Mission preparation, training, maintenance	39% 41%		40%
Tasked with additional duties	31%	43%	30%
Manning not sufficient for workload	35%	31%	29%
Unit was undermanned	29%	27%	26%
Inspections and inspection preparation	27%	23%	22%
Unit was getting ready for deployment	28%	20%	21%
Poor planning/lack of planning	30%	14%	18%
Equipment failure/repairs	24%	15%	17%

Sailor Satisfaction with Workplace Climate

Chart values:

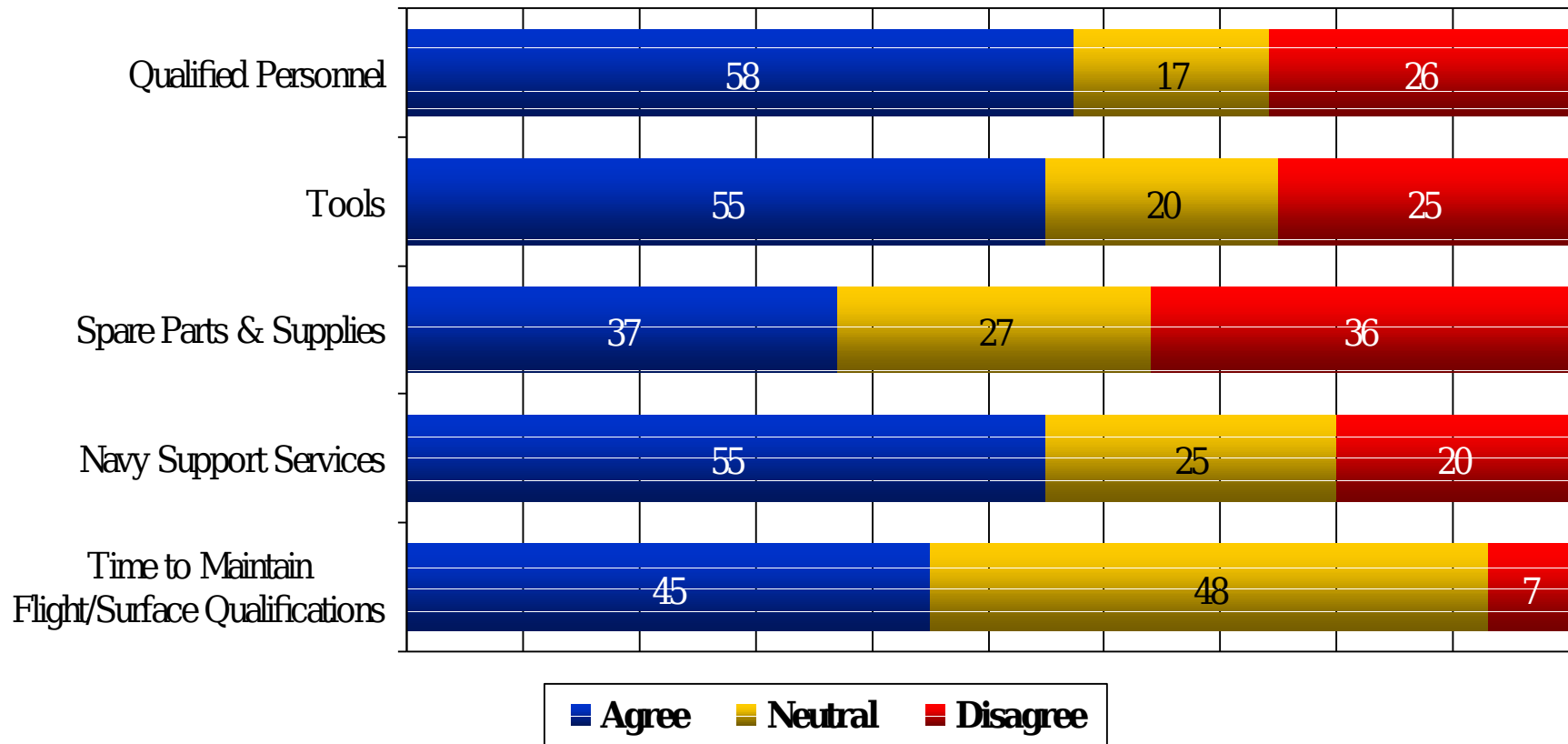| Category	Enlisted	Officers
Personal Growth	49	64
Challenging Job	54	77
Amount of Responsibility	65	79
Amount of Freedom	59	74

Legend: ■ Enlisted ■ Officers
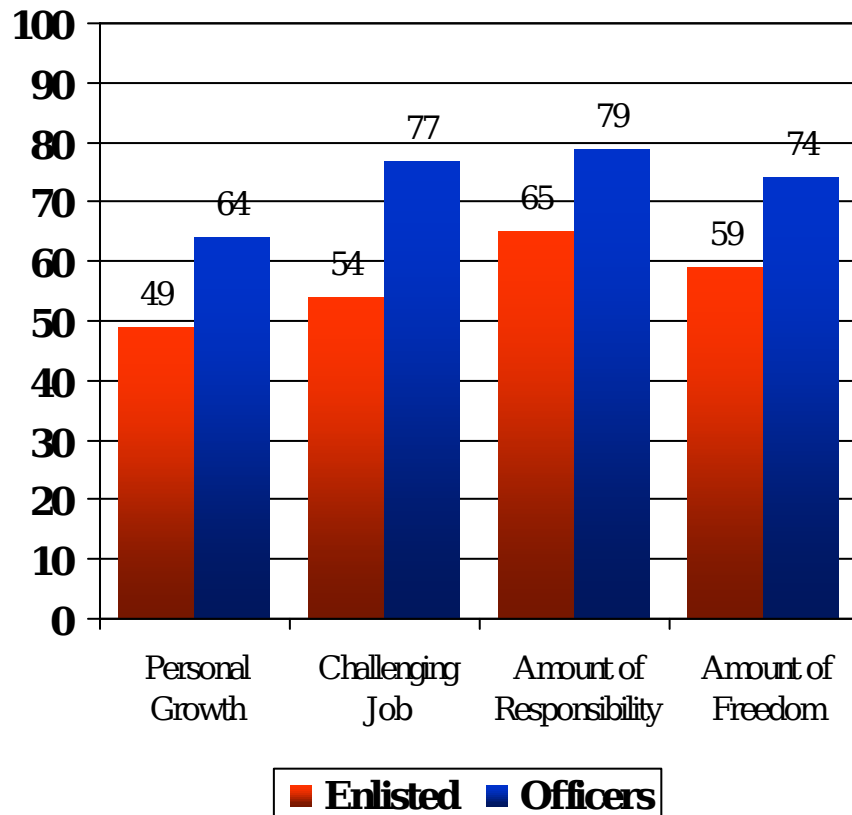
★ 64% of officers and 60% of enlisted Sailors are satisfied with the physical working conditions of their worksite

- 87% of officers and 85% of enlisted report that their Internet access is adequate for them to do their Navy job

- 22% of officers and 26% of enlisted are satisfied with the current manning levels of billets at their command

- 24% of Sailors are satisfied with the availability of equipment, parts, and resources

Availability of Resources

Do you have enough of the following RESOURCES to successfully execute your mission?

Resource	Agree	Neutral	Disagree
Qualified Personnel	58	17	26
Tools	55	20	25
Spare Parts & Supplies	37	27	36
Navy Support Services	55	25	20
Time to Maintain Flight/Surface Qualifications	45	48	7

■ **Agree** ■ **Neutral** ■ **Disagree**

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Co-worker/Unit Satisfaction

|	Officer	Enlisted
Ability of their peer and co-workers	54%	75%
Attitude of co-workers/shipmates	32%	54%
Commitment to quality demonstrated by their peers and co-workers	44%	68%
Honest and ethical manner in which their peers and co-workers conduct themselves	75%	45%
Quality of communication between their peers and co-workers	65%	47%
Respect and fair treatment from their peers and co-workers	61%	83%
Retention of the best qualified Sailors	21%	15%
Working relationships they have at their navy job	62%	85%

Leadership Satisfaction

Immediate Supervisor

	Enlisted	Officer
Has adequate training and expertise to do his/her job	73%	82%
Makes good decisions	57%	72%
Deals well with subordinates	56%	67%
Is fair and ethical in dealing with others	60%	77%

Command Leadership

	Enlisted	Officer
Has adequate training and expertise to do his/her job	67%	84%
Makes good decisions	46%	67%
Deals well with subordinates	47%	64%
Is fair and ethical in dealing with others	49%	73%

Satisfaction with the Quality of Leadership

	Enlisted	Officer
Immediate Supervisor	59	70
Command Leadership	49	68
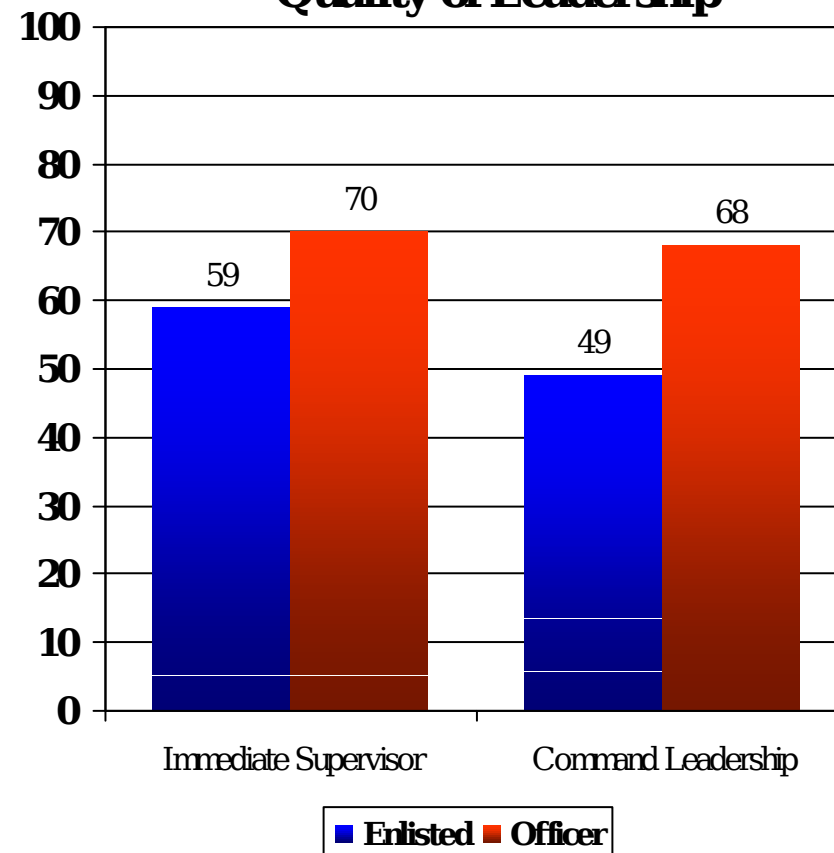
Command Morale

NPRST

Morale at Your Present (or most recent) Command

	High	Medium	Low
Enlisted	14	48	38
Officers	27	56	17

High **Medium** **Low**
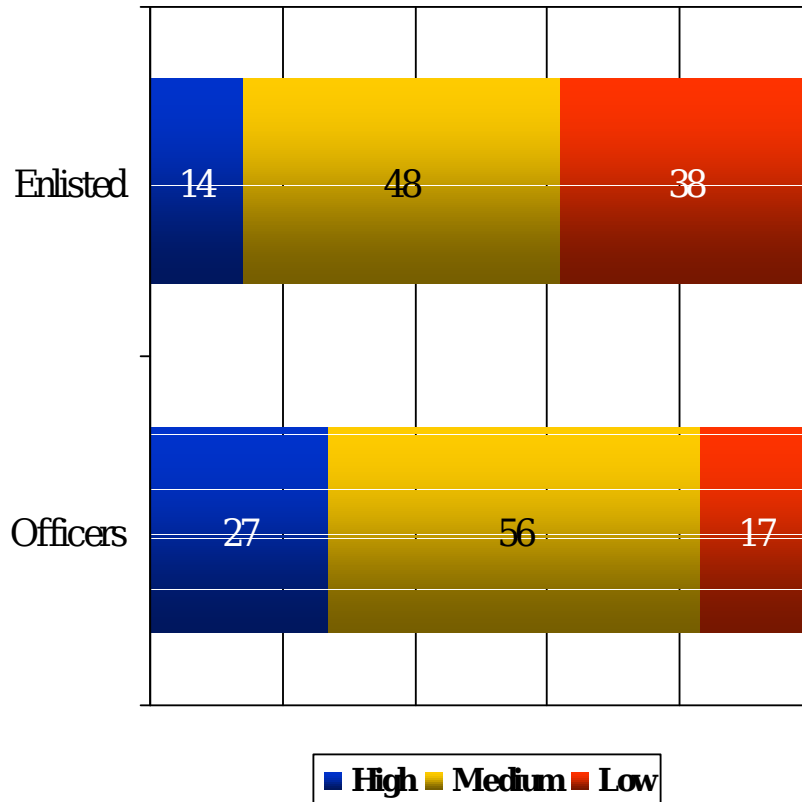
Top 5 Navy Life Factors that Positively Influence Command Morale

Navy support services	52%	45%
(MWR, Childcare, housing, etc.)		
Leadership (*immediate supervisor*) 58%		44%
Performance of the crew on exercises 49%		42%
Availability of training/education 40%		50%
Leadership (*command level*)	39%	57%

Top 5 Navy Life Factors that Negatively Influence Command Morale

Unit/workgroup manning	48%	50%
Attitude of co-workers/shipmates	50%	31%
Pay/compensation	48%	36%
Availability of spare parts/tools	41%	41%

Organizational Commitment

Sailor Organizational Committment

	Very high	High	Medium	Low	Very Low
All	14	40	28	14	4
Enlisted	12	38	30	16	5
Officers	24	51	19	5	1

Legend: ■ Very high ■ High ■ Medium ■ Low ■ Very Low
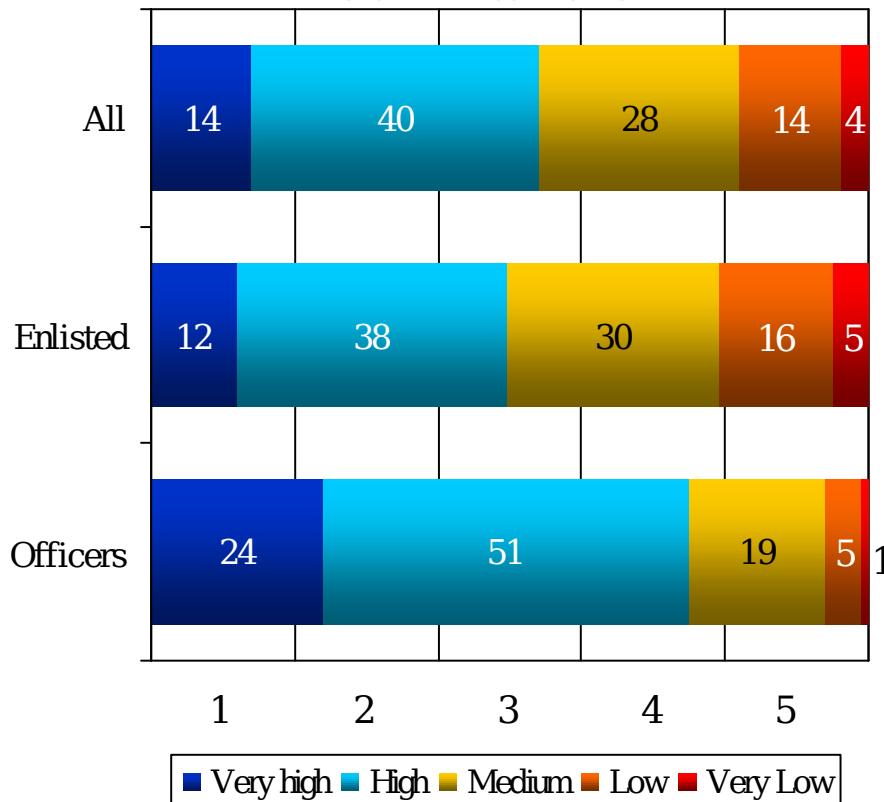
★ 75% of officers and 54% of enlisted would recommend the Navy to others

▯ 74% of officers and 54% of enlisted report they are satisfied with Navy life

▯ 82% of officers and 60% of enlisted Sailors say they feel a strong sense of loyalty to the Navy

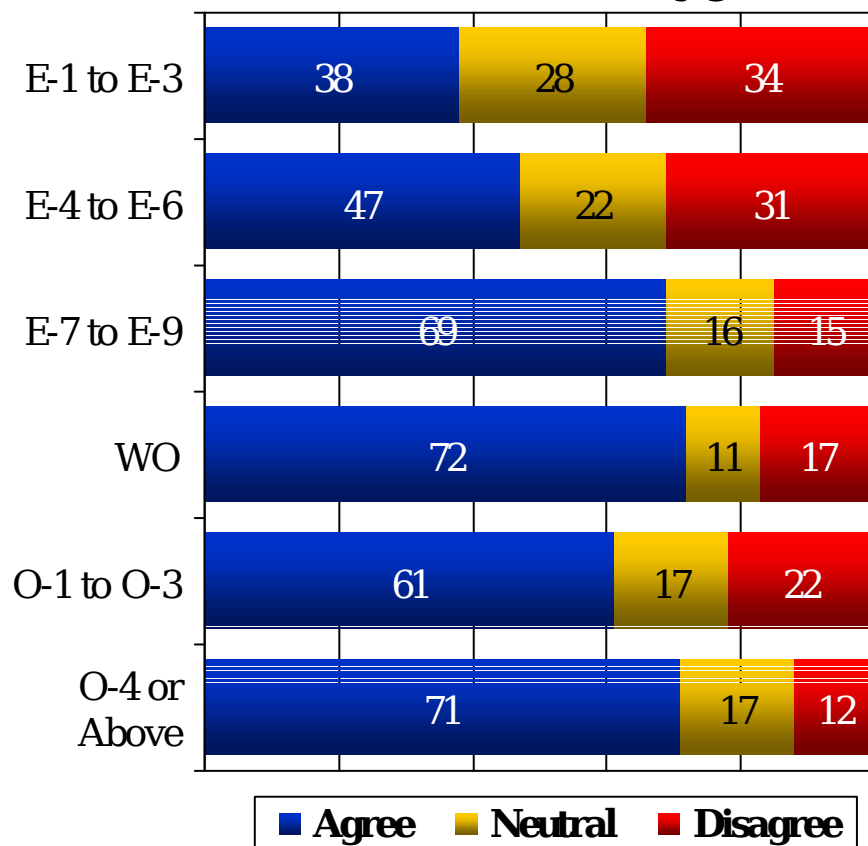▯ Mean Organizational Commitment Scores for Navy Personnel:
  - Officers: 2.6
  - Enlisted: 2.1
  - All Personnel: 2.5

* *Lower scores indicate higher levels of organizational commitment*

Job Satisfaction

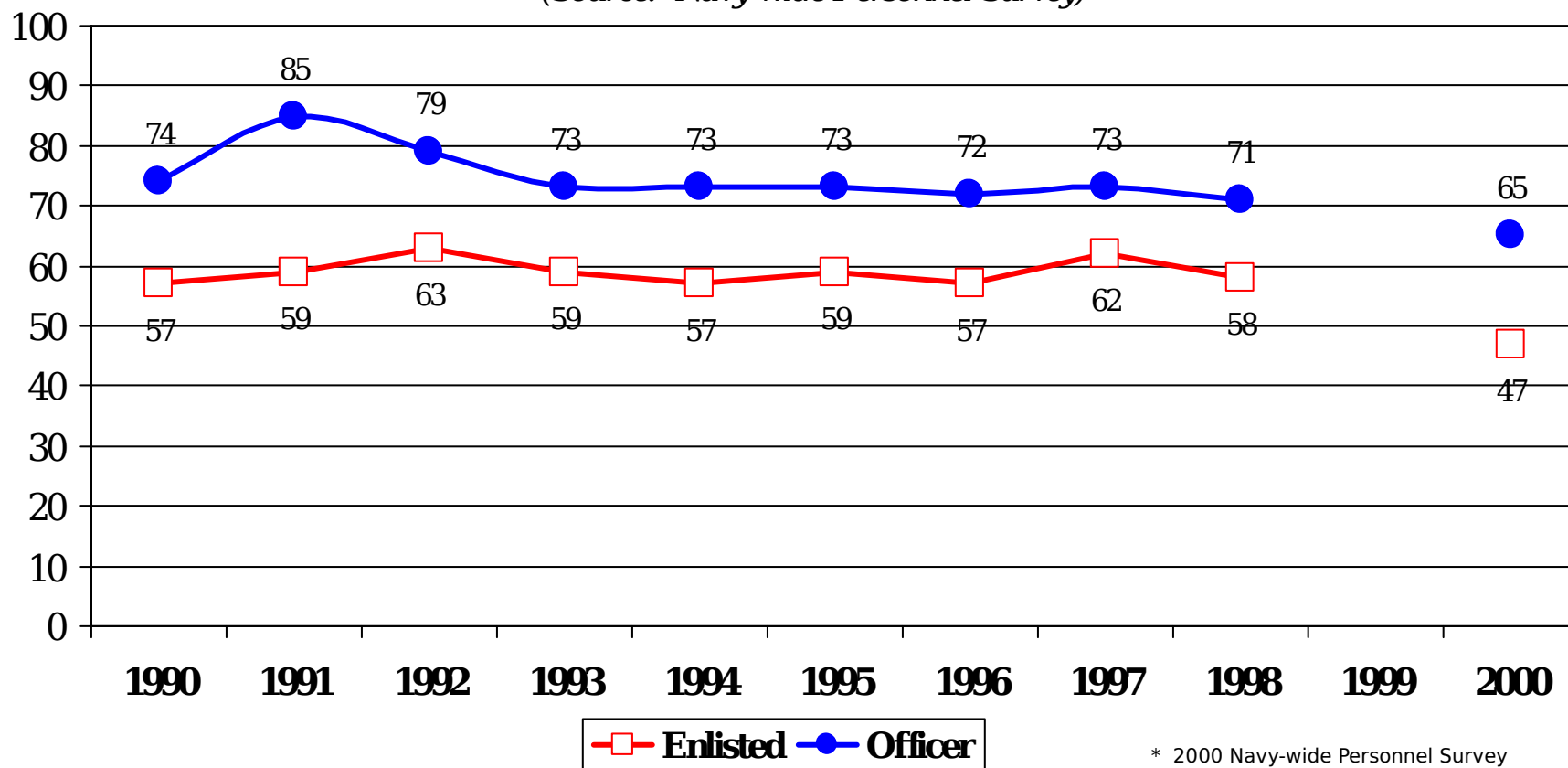## "Considering everything, I am satisified with my job"

Category	Agree	Neutral	Disagree
E-1 to E-3	38	28	34
E-4 to E-6	47	22	31
E-7 to E-9	69	16	15
WO	72	11	17
O-1 to O-3	61	17	22
O-4 or Above	71	17	12

Legend: ■ Agree ■ Neutral ■ Disagree

★ 68% of officers and 47% of enlisted report that their Navy work experiences have met their expectations

- 56% of officers and 34% of enlisted say that they enjoy their job and look forward to coming to work each day

- 80% of officers and 58% of enlisted Sailors report they enjoy working for the Navy

- 83% of officers and 70% of enlisted Sailors say they enjoy the type of work they do in the Navy

- Current job satisfaction is the number 1 influence for officers and the number 3 influence for enlisted Sailors to stay in the Navy

Job Satisfaction – Historical Trend

"I Am Satisfied With My Navy Job"
(Source: Navy-wide Personnel Survey)

Legend: □ Enlisted ● Officer

* 2000 Navy-wide Personnel Survey question asked respondents rate agreement with the statement "considering everything, I am satisfied with my job."

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Factors Positively Impacting Job Satisfaction

Enlisted

- ★ Job security
- Amount of responsibility I have at my job
- Educational support available to me
- Respect and fair treatment from my peers and   co-workers
- Physical working conditions of my work-site
- Amount of freedom I am given to do my job
- Respect and fair treatment from my supervisor
- Feeling of accomplishment I get from doing   my job
- Ability of my peers and co-workers
- Amount of challenge in my job

Officers

- ★ Respect and fair treatment from my peers and co-workers
- Job security
- Amount of responsibility I have at my job
- Amount of challenge in my job
- Ability of my peers and co-workers
- Honest and ethical manner in which my peers and co-workers conduct themselves
- Amount of freedom I am given to do my job
- Flexibility of my command in dealing with family/personal issues
- Honest and ethical manner in which my supervisor treats others
- Respect and fair treatment from my supervisor

Factors Negatively Impacting Job Satisfaction

Enlisted

- ★ Quality of communication up and down the chain of command
- ★ Supply of parts and equipment to get the job done
- Leadership provided by my command
- Advancement/promotion opportunities available
- Commitment to quality demonstrated by peers and co-workers

Officers

- ★ Supply of parts and equipment to get the job done
- Educational support available to me
- Quality of communication up and down the chain of command
- Advancement/promotion opportunities available
- Leadership provided by my command

Summary

★ **Overall, Sailors appear to be generally happy with their jobs and show a high degree of commitment to the Navy**

 Positive Job Factors Included:

- Working conditions
- Workplace climate (i.e. responsibility, freedom, challenge, etc.)
- Co-worker relationships
- Leadership (especially the impact of immediate supervisors)
- Strong organizational commitment

 Negative Job Factors Included:

- Lack of adequate parts and supplies
- Under-manning
- Poor advancement/promotion opportunities
- Lower than desired morale

★ **For additional information or results, please contact:**

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